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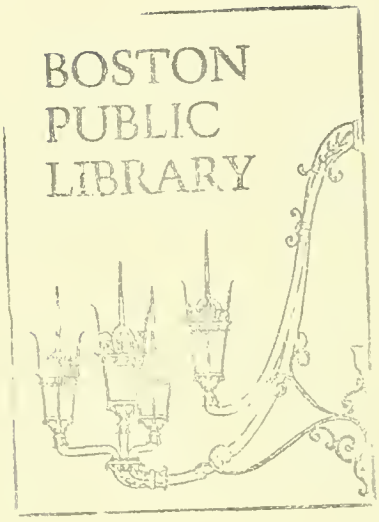
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MEMORANDUM

TO Frank DelVecchio

FROM Rick Kuner and Mark Taylor, Renewal Planning Division

DATE March 4, 1966

cc Distribution List

SUBJECT URBAN RENEWAL DEVELOPMENT PROCESS:

Private Housing Disposition Parcels

The attached report is in response to your request to Ray Rothermel for staff analysis and clarification of the Urban Renewal Development Process along with a proposed monitoring system to expedite the development of some 200 disposition parcels in the Charlestown project. Your general request was forwarded to John Stainton, with the specific assignment given to us.

The attached report is the first edition response to this request. On the basis of our initial work late in 1965, the need became apparent to first clearly identify the major work components of the development process -- and their relationships, before a valid attempt at developing an effective monitoring system could be made. This primary task has been substantially accomplished in terms of private housing disposition parcels.

We have yet to translate our findings into a monitoring system. However, in our judgement this report is an end product in itself. Assuming that this report accurately and clearly outlines the Urban Renewal Development Process, then it can help to expedite that process in Charlestown. In addition, it can serve a useful educational function both within and outside the agency.

The report is composed of two main sections plus an attached chart. The first section contains "notational outlines" that identify 161 major work steps in the 21 processes that make up the Urban Renewal Development Process. The second section defines and explains the three simple symbols used on the chart. The chart is based directly on the material contained in the notational outlines. Consequently, a thorough understanding of the material can best be obtained by reading the report first, then directly relating the notational outlines to the chart on a step-by-step basis starting with "Acquisition Appraisals". Major work steps in the outlines correspond with major work steps on the chart. Despite the length of the chart it only presents a generalized over-all picture.

INTER-OFFICE COMMUNICATION

TO

AT

FROM

AT

ATTENTION:

SUBJECT

Next Steps

1) The first step is to further check the accuracy of the notational outlines and the chart. To accomplish this we would like the report to be reviewed by yourself and other BRA staff.

2) Notational outlines and charts for other types of re-use parcels, besides private housing, could be prepared. For other re-use parcels, 17 of the 21 processes would remain substantially the same (because no matter what the re-use is, property must still be acquired, families and businesses relocated, structures demolished, etc.). Therefore, this work would not be as time-consuming as the work to date on private housing parcels.

3) Preparation of a work control or monitoring system could be started after this material has been modified on the basis of staff reviews.

4) The addition of time estimates (minimum, typical, and maximum) to the chart is in theoretical terms, a possible next step. However, such work would be time consuming and in our judgment of limited value, because time periods vary not only by type and/or size of re-use but also by unpredictable events endemic to the renewal process (recalcitrant families, inexperienced developers, etc.).

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URBAN RENEWAL DEVELOPMENT PROCESS:

Private Housing Disposition Parcels

(First Edition - March, 1966)

Renewal Planning Division

Rick Kuner
Mark S. Taylor

INTRODUCTION

The purpose of this report is to clearly outline and summarize the major steps -- and their inter-relationships, involved in the Urban Renewal Development Process for private housing re-use parcels. The case of a Chapter 121A Application has been excluded.

Analysis is limited to the project implementation aspects of urban renewal, beginning with a signed Loan-and-Grant contract and ending with construction. Emphasis has been placed on summarizing the work steps and the relationships between them, rather than on a detailed outline of all work steps within project execution.

This report has two main sections and an attached chart. The first section contains 21 "notational outlines"; one for each of the 21 processes that make up the Urban Renewal Development Process for private housing re-use parcels. These notational outlines identify a total of 161 major work steps and the person or staff unit performing each step. Within each outline there are program notes that detail specific scheduling or timing aspects for selected work steps. After each outline there are general programmatic comments that pertain to the outline as a whole.

The second section defines and explains the three symbols used on the chart.

The report presents a generalized hypothetical case. Several ground rules, summarized below, were developed in order to deal with the organization of the rather complex subject matter which makes up the

U rban Renewal Development Process.

1) Staff and consultant activities have been broken down into so-called "work steps". Major work steps are defined as specific tasks with definable products or results, regardless of the amount of staff work or the complexity involved.

2) Only those work steps that apply to a disposition parcel as a whole are presented within this report. For example, the work components of Family Relocation are obviously carried out on a per family basis. Therefore, these work steps, however significant, are presented simply in generalized terms that apply to the entire disposition parcel; i.e., "conduct family survey,""families move," etc.

3) Work activities which are not critical (i.e., necessary) in terms of succeeding steps within the renewal process are generalized to a greater extent than those with sequential relationships. For example, the work steps leading to property acquisition are spelled out in more detail than those leading to property settlements because the completion of the latter does not affect later work.

4) Certain processes and the work steps therein, particularly those handled by one BRA staff unit, readily lend themselved to a strict outline and to charting. On the other hand other activities, especially those with a high degree of liaison between staff units or consultants, are not easily reduced to outline form or charting. In these latter cases, such as Design Review - Engineering- Transporta-

tion - Developer, the precise pattern and frequency of coordination is outlined and charted in a generalized manner.

5) The analysis of the Urban Renewal Development Process can be organized: by (1) staff unit, or (2) by subject (i.e., process). Usually one process, such as acquisition appraisals, is handled by one staff unit. Where this is not the case work steps have been grouped by subject, not staff unit. The engineering function, for example, appears in the outlines on Property Line Surveys, Demolition, Grading, etc.

6) The choice was made to use the Critical Path Method for charting the Development Process. However, this technique was adopted only to visually present work steps and their relationships -- not to predict or enforce estimated target dates.

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SUBJECT

I. NOTATIONAL OUTLINES

The notational outlines in this section cover the processes in the Urban Renewal Development Process for private housing disposition parcels. The outlines are:

Acquisition Appraisals
Title Search
Property Line Surveys
Property Acquisition
Family Relocation
Property Management
Business Relocation
Demolition
Grading
Boring
Developer Selection
Design Review
Master Disposition Plan and Parcel Boundary Plan
Internal Streets
Land Disposition Agreement
Public Improvements Commission (P.I.C.)
Public Utilities & Streets and Private Utilities
Street Furniture
Re-use Appraisals
Zoning Variances

The work steps within each outline correspond to the activities on the chart. Work steps within dotted lines in each outline represent simultaneous activities within the process. A program note preceded by "NOTE:" indicates those points where work steps are directly tied to work steps in other processes.

Notational Outline:
ACQUISITION APPRAISALS

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
Prior Steps: Approved Loan and Grant Contract; Staging Plan		
1. Prepare memo request for 2 acquisition appraisals	Project Staff	a. Based directly on Staging Plan b. Initiated by Project Director c. Listed by Federal Parcels d. Title search request usually included
2. Review request	Project Director Project Lawyers	
3. Prepare 2 appraisal contracts	Operations - Legal	a. Minimum of 2 weeks required b. Appraisers selected from previously approved list
4. Approval of contracts	BRA Board	a. Approximately 2 weeks
5. Appraisals prepared	Appraisers	a. 90-day contract typical b. Shorter contract period possible for priority parcels c. Third appraisal ordered if necessary (add 4-6 weeks to repeat steps 3-6)
6. Review Appraisals	Operations - Real Estate	

Acquisition Appraisal for Existing "Special Use," (single Purpose) Uses.

3a. Prepare engineering contract	Operations-Legal Project Engineer	Special engineering contrac required for determining replacement costs of

ACQUISITION APPRAISALS (cont)

4a. Approval of Contract	BRA Board	"single purpose" uses such as schools, churches, and other uses not subject to "comparable sales" type appraisals
5a. Prepare replacement cost report	Consultant Engineer	
6a. Review report	Project Engineer	
7. Submit recommended price to URA	Operations - Real Estate	
8. Site Inspection and Review	URA	Third appraisal ordered, by URA if necessary (add 4 weeks to repeat steps 3-8) Rarely happens.
9. Approved Price Determined	URA	Note: Fee negotiator's contract can be prepared and approved prior to this time (See Property Acquisition Outline)

GENERAL COMMENTS: Acquisition Appraisals

In general, both acquisition appraisals are done concurrently because both appraisers initially require similar basic information and the appraisals must be compared and reviewed prior to submitting a recommended price to URA. The necessity for third appraisals is usually determined by BRA staff in Operations - Real Estate.

Replacement cost reports are prepared by an engineering consult only for "single-purpose" uses such as schools where comparable sal figures are uncommon. Only one report is needed for each parcel.

Notational Outline:
TITLE SEARCH

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
Prior Steps: Approved Loan and Grant Contract; Staging Plan		
1. Prepare memo request for title searches	Project Staff	a. Based directly on staging plan b. Initiated by Project Director c. Listed by Federal Parcels d. Acquisition appraisals usually included in request
2. Review request	Project Director Project Lawyer	a. Abutting parcels sometimes included if easements required
3. Prepare title search contract	Operations - Legal	
4. Approval of contract	BRA Board	a. Approximately 2 weeks
5. Prepare Title Search Report	Title Search Contractor	a. Covers ownerships and encumbrances for 50 years or more b. Approximately 25 Federal Parcels per man per month c. Report period ends prior to taking date
6. Review	Operations - Legal	Note: Must be complete before Order of Taking is prepared
7. Prepare Supplementary Title Search Report	Title Search Contractor	a. Cannot be started until property acquired b. Report covers period from ending date (Step #5) to taking date c. Required before settlements d. Does not affect development work

Notational Outline:
PROPERTY LINE SURVEYS

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
Prior Steps: Approved Loan and Grant Contract; Staging Plan		
1. Prepare Scope of Property Line Survey Contract	Project Engineer	a. Usually project-wide coverage b. Inclusion of streets, topography, and utilities preferred.
2. Review Scope of Contract	Project Director Project Lawyer Trans. Dept.	
3. Prepare Contract	Project Lawyer Project Engineer	
4. Obtain Quotations	Project Engineer	a. Can be done simultaneously with contract preparation
5. Approval of Contract	BRA Board	
6. Prepare Property Line Surveys	Engineering Contractor	a. Engineers prefer work sequence by contiguous areas b. Priority properties can be surveyed upon demand--one a month Note: Must be complete before Order of Taking is prepared Note: Must be complete before refined Master Disposition Parcel Plan.

GENERAL COMMENTS: Property Line Surveys.

Property line surveys can be started after City Council approval of the urban renewal project. Acquisition appraisers prefer to have survey results before starting their appraisals; however, this work sequence is not essential

if adequate Assessor's plates or photogrammetric sections are available. The property line survey schedule should be in the same order as acquisition appraisals and title searches with both schedules reflecting the priorities in the Staging Plan.

It is more economical and the results are better if the surveyors can move from one end of the project area to the other, rather than continually shifting locations; however, this rarely happens because the Staging Plan usually calls for construction in several sub-areas of the project at once.

Notational Outline:
PROPERTY ACQUISITION

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

	Work Step	Performed By	Program Notes
	Prior Steps: URA approved acquisition price obtained		
1.	Prepare Fee-Negotiators Contract	Operations - Legal	a. Timing depends upon expected date of sufficient number of URA Approved Prices
2.	Review of Contract	Project Director Project Lawyer	
3.	Approval of Contract	BRA Board	
4.	Initial Negotiations	Fee Negotiator	a. Purpose is to obtain maximum number of signed options b. 1965 Housing Act requires a "reasonable" period of time for negotiations. Note: Cannot start until URA approved price obtained.
5.	Obtain Signed Options	Fee Negotiator	
6.	Prepare Order of Taking	Operations - Legal	a. Signed options for all properties not required. Note: Both Title Search Reports and Property Line Surveys required before Order of Taking prepared.
6a.	Continued Negotiations and/or Court Trial	Fee Negotiator, Operations - Real Estate	a. Development process not delayed by lack of settlement
7.	Approval of Taking	BRA Board	

PROPERTY ACQUISITION (cont.)

8. Record Deeds	Operations - Legal	a. Recording date is the legal taking date b. Occurs on day of Board approval or few days thereafter c. Preferable if scheduled near start of calendar month, in order to give families a break on the Use and Occupancy Charges.
9. Notify Site Office of Taking	Operations - Legal	Note: Signals initiation of Family Relocation, Property Management, and Business Relocation Informational letter.
9a. Send Registered Letters to Owners and Mortgagees	Operations - Legal	a. Financial questionnaire sent with registered letters to mortgagees.
9aa. Prepare Supplement Title Search	Title Search Contractor	Note: Must be completed before final settlements (see Step # 7, Title Search Outline).

GENERAL COMMENTS: Property Acquisition.

The 1965 Housing Act requires that negotiations (Step #4) must be carried on for a "reasonable" period of time before the property can be acquired by eminent domain. To our knowledge, the length of time deemed "reasonable" has not yet been determined.

Notational Outline:
FAMILY AND INDIVIDUAL RELOCATION

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
Prior Steps: Property Acquisition Completed		
1. Conduct Family Survey	Family Relocation Staff	
2. Determine Use and Occupancy Changes	Family Relocation Staff	a. Reviewed quarterly by URA
3. Send Informational Letter	Family Relocation Staff	a. Sent by registered mail b. Contains U & O charges, tenant and BRA responsibilities
4. Individuals & Families Move	Families	Note: Must be completed before utilities disconnected
5. Claims Submitted	Families	a. Moving Claims, for all families except "self-movers" b. Relocation Payment Adjustment Claims, if eligible Note: Does not delay the development process
6. Claims Settled	Family Relocation Staff, etc.	Note: Does not delay the development process

GENERAL COMMENTS: Family and Individual Relocation.

In terms of the total Development Process the final necessary step is actually relocating families. There are a whole range of definable, sequential, time-consuming steps on a per family basis which have been grouped under very general headings in the outline and on the chart. We have prepared a rough sub-chart on a per-family basis, which is almost as complicated as the entire Development Process chart.

Notational Outline:
PROPERTY MANAGEMENT

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

	Work Step	Performed By	Program Notes
	Prior Steps: Property acquired and site office notified		
1.	Conduct Property Survey	Property Management Staff	
2.	Maintain Structures and Vacant Properties	Property Management Staff	a. Only minimum repairs made for structures b. Vacant structures are boarded up
2a	Rodent Control	Rodent Control Contractor	a. Special contract requiring BRA Board approval b. Three baitings per structure, each 7-10 days apart
3.	Disconnect Utilities	Property Management Staff	a. Usually done by utility companies, at staff request. Confirmed by demolition contractor (not BRA), at later date. Note: Occurs after relocation
4.	Release Properties to Engineering	Property Management Staff	Note: Demolition contract can be prepared and approved previously.

GENERAL COMMENTS: Property Management.

The property management process is almost totally dependent on relocation. The primary activities within the Property Management process do not affect the relative speed of the Development Process. Structures are maintained at a minimum level until the families and businesses move.

Notational Outline:
BUSINESS RELOCATION

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

	Work Step	Performed By	Program Notes
	Prior Steps: Approved Land and Grant Contract; Staging Plan		
1.	Send Business Survey Informational Letter	Business Relocation Staff	a. Notifies businesses of forthcoming relocation survey
2.	Conduct Business Relocation Survey	B.R. Staff	a. Can precede estimated acquisition date
3.	Prepare Business Listing	B.R. Staff	a. Listing of available relocation resources
3a.	Schedule and Hold General Meeting	B.R. Staff	a. Open meeting to explain relocation procedures b. Can precede acquisition date
4.	Send Business Relocation Informational Letter	B.R. Staff	Note: Sent after site office notified of takings by Operations . . (see Step #9 of Property Acquisition).
5.	Distribute Listing of Relocation Resources	B.R. Staff	Note: Usually starts after Business Relocation Informational Letter sent.
6.	Select Moving Plans	Businesses	a. Moving Plans A, B, C, or D selected by each business with Business Relocation Staff assistance
7.	Businesses Move or Liquidate	Businesses	Note: Must be completed before utilities disconnected.
8.	Claims Submitted	Businesses	a. Moving Claims or Liquidation Claims b. Small Business Displacement Payments, if eligible Note: Does not delay the development process.

BUSINESS RELOCATIONS (cont.)

9.	Claims Settled	B.R. Staff, etc.	Note: Does not delay the development process.

GENERAL COMMENTS: Business Relocation.

In terms of the Development Process, the major time-consuming tasks can be summarized under two headings: "Select Moving Plans" and "Businesses Move or Liquidate" (Steps # 6 and 7 on the outline). The many work steps involved in these two summary steps are not included within this report because they are carried out on a per business basis rather than a disposition parcel basis. An outline and rough sub-chart of tasks on a per business basis, which is almost as complicated as the entire Development Process, has been prepared.

Notational Outline:
DEMOLITION

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
1. Authorization for Demolition	BRA Board	a. Request initiated by project staff b. Preferable if each contract covers contiguous demolition areas for cost economies
2. Prepare Demolition Contract	Project Engineer Project Lawyer	
3. Review Demolition Contract	Project Director	
4. Approval of Contract	BRA Board	Note: Steps 1 - 4 can occur during Family and Business Relocation and Property Management processes.
5. Demolish Structures	Demolition Contractor	a. Demolition Contractor confirms disconnection of utilities, not BRA Note: Release of properties from Property Management Staff required prior to demolition.

GENERAL COMMENTS: Demolition.

Increased costs are involved in switching sites rather than having the demolition contractors work from one end of the project to the other.

The Development Process is seldom delayed by hold-ups in demolition. Delays are frequently caused by recalcitrant families and businesses. In most cases demolition is complete before the developer is ready to begin construction.

Notational Outline:
GRADING

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

	Work Step	Performed By	Program Notes
1.	Prepare Preliminary Plans, Specifications, and Estimates	Project Engineer Project Lawyer	Note: Can be done simultaneously with Boring Work and Analysis. Note: Required for Preliminary Parcel ROW Plan -- Internal Streets (see Design Review Step #3).
2.	Prepare Final Plans, Specifications, and Estimates	Project Engineer Project Lawyer	Note: Preferable if Boring Analysis completed before initiation of this step.
3.	Approval of Contract	BRA Board	
4.	Grading Work	Grading Contractor	a. BRA contract work limited to rough grading
5.	Grading Acceptance	Project Engineer	Note: Must be completed before Title Transfer (see Developer Selection, Step #8).

GENERAL COMMENTS: Grading.

The start of grading depends on relocation and demolition. Grading work and acceptance is usually completed well ahead of the time the developer can begin construction.

Notational Outline:
BORING

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

	Work Step	Performed By	Program Notes
1.	Prepare Boring Contract	Project Engineer Project Lawyer	a. Not done for all disposition parcels
2.	Approval of Contract	BRA Board	
3.	Boring Work	Boring Contractor	
4.	Boring Analysis	Developer and Project Engineer	Note: Preferable if completed prior to initiation of Grading Plans, Specs., and Estimates (see Grading Step #2).

GENERAL COMMENTS: Boring.

Borings are not always needed for preliminary design work because the Boston Society of Civil Engineers published boring data on a city-wide basis in 1961. Frequently the developer will make additional borings.

Notational Outline
DEVELOPER SELECTION

Private Housing
Disposition Parcels
March [illegible], P.K. & M.S.T.

Work Step	Performed By	Program Notes
1. Informal Negotiations with Developers.	Development Administrator, Project Director, Development Staff	a. Can start before or after an approved Loan and Grant Contract
2. Place Classified Advertisement in Newspapers	Development Staff	a. Ad has a cut-off date
3. Obtain Public Disclosure Forms, Background Info., etc.	Development Staff	
4. Review Prospective Developers	Development Administrator, Project Director, Development Staff	
5. Select Method of Disposition	Development Administrator, Project Director, Development Staff	
6. Informal Selection of Developer	Development Administrator	a. BRA Board sometimes designates a tentative developer Note: Developer starts preparation of Preliminary Plans.
7. Final Developer Selected	BRA Board	Note: Design Review must be completed prior to this step. Note: URA approved Disposition Price must be obtained prior to this step
8. Title Transfer	BRA Developer	Note: Development Process delayed if building permit not issued prior to this step

DEVELOPER SELECTION (cont)

GENERAL COMMENTS: Developer Selection

Informal negotiations can start during Survey and Planning, which is much earlier than shown on the chart. The selection of a disposition method can also occur earlier and other steps may be added, depending on the disposition method selected.

Usually the BRA Board will name a tentative developer, but this will vary in terms of time and sequence.

Notational Outline:
DESIGN REVIEW

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

	Work Step	Performed By	Program Notes
1.	Prepare Preliminary Plans	Developer	Note: Starts after Informal Selection of Developer (See Step #6 of Developer Selection).
2.	Review of Preliminary Plans	BRA (Design Review, Trans., Engineering) and F.H.A.	Note: Parcel Boundary Plans must be submitted before review completed.
3.	Approval of Preliminary Plans	BRA, F.H.A.	Note: Both approvals required before preparation of Preliminary Parcel ROW Plan
4.	Prepare Final Preliminary Plans	Developer	Note: Land Disposition Agreement usually started during this step Note: Results from investigations of existing streets, public utilities, and private utilities transmitted to the developer during this step. Note: Preliminary street, public and private utility proposals; and Preliminary Street Furniture Plan transmitted to the developer during this step.
5.	Review of Final Preliminary Plans	BRA (Design Review, Trans., and Engineering) and F.H.A.	Note: Preparation of P.I.C. plans usually starts prior to this step, but cannot start until Final Legal Parcel ROW Description completed.
6.	Approval of Final Preliminary Plans	BRA, F.H.A.	
7.	Prepare Final Plans and Specifications	Developer	Note: Final Street Furniture Plans usually transmitted to developer before this step can begin. Note: P.I.C. results available during this step

DESIGN REVIEW (con't)

Work Step	Performed By:	Program Notes
		Note: Land Disposition Agreement usually signed at the end of this step
8. Review of Final Plans & Specifications	B RA (Design Review, Trans, & Engineering) & F.H.A.	Note: Zoning variance process initiated prior to this step by the BRA
9. Approval of final plans & specifications	BRA, FHA	Note: P.I.C. plans must be recorded before final approvals. Note: Must be completed before BRA Board names final Developer

GENERAL COMMENTS: Design Review

Coordination between Design Review, Engineering, and Transportation has frequently been inadequate. The review and approval steps are intended to indicate the necessary liaison.

Notational Outline:
Master Disposition Plan
and Parcel Boundary Plans

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
1. Prepare Master Disposition plan	Project staff	a. Refinement of Disposition Parcels Map in Part I binder
2. Prepare Parcel Boundary Plan	Project Engineer	a. for unregistered land
2a. Prepare Land Court Supplementary Plan	Project Engineer Project Lawyer	a. for registered land
2aa. Prepare Land Court Subdivision Plan	Project Engineer Project Lawyer	a. for parcels with a previous subdivision plan

GENERAL COMMENTS: Master Disposition Plan - Parcel Boundary Plan

There is a progressive refinement of disposition parcel boundaries that occurs during the Development Process. The Part I binder contains a disposition parcels map, which forms the basis for the Master Disposition Plan. As work proceeds and modifications occur, these are reflected in Parcel Boundary Plans. When design work is near completion, the Final Legal Parcel Right-of-Way Plan is prepared.

Notational Outline:
Internal Streets

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
1. Prepare Prelim. Parcel R.O.W. Plan	Project Designer Project Engineer	Note: Starts after approval of developer's Prelim. Plans
2. Review Prelim. Parcel R.O.W. plan	BRA, FHA, PWD	
3. Approval of Prelim. Parcel R.O.W. plan	BRA, FHA, PWD	Note: U sually completed before FHA and BRA review of developer's Final Prelim. Plans, but must be completed before preparation of P.I.C. plans

GENERAL COMMENTS: Internal Streets

The final legal Parcel Right-of-Way description represents the final boundary refinement for any given parcel. A great deal of liaison is required between BRA, FHA, and PWD. The review and approval steps on the chart imply a lot of feedback and liaison between the three agencies.

Notational Outline:
Land Disposition Agreement

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
1. Prepare Land Disposition Agreement	Dev. Staff	Note: Usually started during preparation of Final Preliminary Plans (see Design Review Step #4)
2. Review	Project Director Project Lawyer	
3. Sign Land Disposition Agreement	Dev. Admr. Developer	Note: Must be complete before Final FHA Review and Approval

GENERAL COMMENTS: Land Disposition Agreement

Preparation of the Land Disposition Agreement can start after the disposition method has been selected, which means in chart terms that it has a "floating" start in most cases.

Notational Outline:
Public Improvements Commission (PIC)

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
1. Prepare PIC plans	Developer	Note: Usually starts during Final Preliminary Plan, (see Design Review Step #4), but cannot start until Final Legal Parcel ROW Description has been completed.
2. Review of PIC plans	BRA Staff	a. Usually reviewed by Project Designer, Project Engineer, and Trans
3. Advertise for PIC Hearing	PIC.	
4. PIC Hearing	PIC.	Note: Results transmitted to developer for his completion of Final Plans and Specs.
5. PIC Plans Recorded	PIC.	Note: Must be complete before BRA Approval of Final Plans and Specs. Note: Must be complete before working drawings for streets and public utilities and private utilities prepared.

GENERAL COMMENTS: P.I.C.

The P.I.C. hearing should be considered as an integral part of the design review - engineering - transportation processes, often requiring liaison and several informal reviews in advance of the formal hearing. On this basis most requirements are met and decisions made prior to the actual hearing, as indicated on the chart.

Notational Outline:
Public Utilities &
Streets, Private Utilities

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
1. Obtain Public Works Dept. Design Criteria	Project Engineer	
2. Prepare Master Street Plan	Project Designer Project Engineer	
3. Review Master Street Plan	Design Review, Trans., & Engineering	Note: Review required before preparation of Parcel Boundary Plan
1a. Prepare Engineering Services Contract	Project Engineer Project Lawyer	
1b. Review of Contract	Project Director	
1c. Approval of Contract	BRA Board	
4. Investigate Existing Streets & Public Utilities & Private Utilities	Engineering consultant	a. More detailed study than R-224 section of Part I binder Note: Results transmitted to Street Furniture consultant and to developer
5. Prepare Prelim. Proposals	Engineering consultant	Note: Results transmitted to developer
6. Prepare Working Drawings	Engineering consultant	Note: P.I.C. plans must be recorded before this step can start

PUBLIC UTILITIES & STREETS, PRIVATE UTILITIES (cont).

7. Construction

GENERAL COMMENTS: Public Utilities and Streets, and Private Utilities

On the chart these two processes have been separated. The biggest problem is to coordinate the engineering consultant with the street furniture consultant and the developer. In Charlestown, the BRA, rather than the Public Works Dept., hired the consulting engineer. This arrangement should help with the coordination problem since all consultants are responsible to the BRA. Whether this arrangement will speed up the construction of streets & utilities remains to be seen.

Notational Outline:
Street Furniture Design

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
1. Prepare Master Street Furniture Plan	Project Staff	a. Usually done by the Project Designer
2. Prepare Street Furniture Design Contract	Project Designer Project Lawyer	
3. Review of Contract	Project Director	
4. Approval of Contract	BRA Board	
5. Prepare Prelim. Street Furniture Plans	Design Consultant	Note: Results from investigation of both streets and public utilities and private utilities preferred before Preliminary Street Furniture Plans prepared. Note: Results of this work transmitted to Engineering Consultant, Project Engineer, and Developer for inclusion in their plans.
6. Prepare Final Street Furniture Plans	Design Consultant	Note: Results transmitted to Developer, preferably before he prepares Final Plans and Specs.

GENERAL COMMENTS: Street Furniture Design

In some cases street furniture work has been scheduled too late for inclusion within the developer's proposals or related street and utility working drawings. Extensive liaison is required between this process and other design - engineering activities.

Notational Outline:
Re-use Appraisals

Private Housing
Disposition Parcels
March 1966, R.K. &.M.S.T.

Work Step	Performed By	Program Notes
1. Prepare Re-Use Appraisal Contracts	Development Staff	a. Usually after property acquisition
2. Approval of Contract	U. R. A.	a. Usually by telephone with formal approval at a later date
3. Appraisals Prepared	Appraisers	a. Two appraisals per disposition parcel b. Typical contract period is 60 days c. Interim reports prepared on call
4. Review of Appraisals	Development Staff	a. Recommended minimum disposition price determined
5. Approval of Disposition Price	BRA Board	
5a. Third Appraisal, if necessary		a. Need for 3rd Appraisal usually determined by Development Staff, but sometimes by BRA Board or URA . b. Repeat Steps #1-5
6. URA Approved Disposition Price	URA	Note: Must be obtained before BRA Board names Final Developer

GENERAL COMMENTS: Re-U se Appraisals

Because of the difficulty in quantifying the numerous variables which influence the fair value of a disposition parcel, the price

RE-USE APPRAISALS (cont)

range between the two re-use appraisals tends to vary more than the price range between acquisition appraisals, therefore, third appraisals are more frequent.

Notational Outline:
Zoning Variances

Private Housing
Disposition Parcels
March 1966, R.K. & M.S.T.

Work Step	Performed By	Program Notes
Prior Steps: Bldg. permit requested; Bldg permit refused because of zoning violations		
1. Zoning Review	Bldg. Department	a. Plans must be submitted by land owner b. Both Zoning Division and Bldg. Dept. review for possible Zoning or Bldg. Code violations. Note: Usually starts during preparation of Final Plans and Specifications.
2. Variance Hearing	Board of Zoning Appeal	a. BRA report required before hearing
3. Building Permit Issued	Building Commissioner	Note: Legally required before construction; development process delayed if permit not issued before Title Transfer.

GENERAL COMMENTS: Zoning Variances

Zoning variances are usually initiated by design review or the developer. Approximately 6 - 8 weeks minimum are required to obtain a variance, although the time varies with the size of the backlog of cases.

In addition to variances there are map changes which are handled by the Zoning Commission rather than the Board of Zoning Appeal. Map changes are not shown on the chart because they can start at almost

any point.

INTER-OFFICE COMMUNICATION

TO

AT

FROM

AT

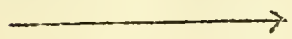
ATTENTION:

SUBJECT

II. THE URBAN RENEWAL DEVELOPMENT PROCESS FOR PRIVATE HOUSING DISPOSITION PARCELS

The three terms and symbols on the chart are as follows.

Symbol



1. Activity----a time-consuming physical or mental task. The tail of the arrow represents the beginning of the activity and the arrowhead depicts the completion. Therefore, activities flow from left to right. The length of the arrow is meaningless--it does not indicate time.

2. Dummy-------a non-time consuming activity, which indicates an interdependency rather than performance of a time-consuming task. A dummy is sometimes necessary to maintain a logical sequence on the chart. As with activity arrows, the general flow is from left to right.

3. Event-------a point in time indicating the beginning or ending of one or more activities. An event cannot occur until all activities ending at the point in time it represents occur. Activities which begin at an event cannot start until the event has occurred. An "S" within an event circle means "start."

In preparing a chart all activities (work steps) are arranged in a logical sequence as has been done in the previous section. The relationship of each activity to other activities is established by answering the following questions:

1) What other activities must be completed before this activity can start?

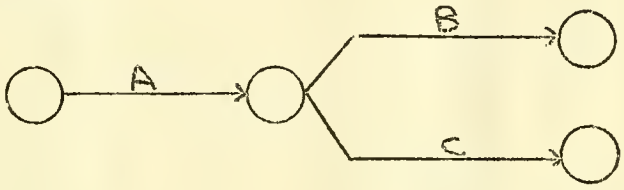
2) What other activities can be carried out simultaneously with this activity?

3) What other activities cannot start until this activity is completed?

Some examples of how the three terms are used are presented below:

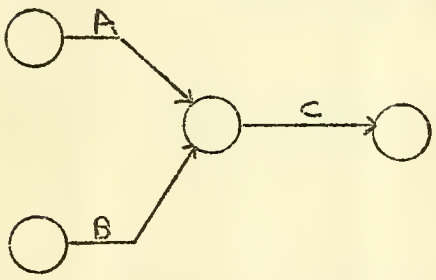
Example 1: Activity B cannot start until Activity A is comple te:

Example 2: Activities B and C cannot start until Activity A is complete:

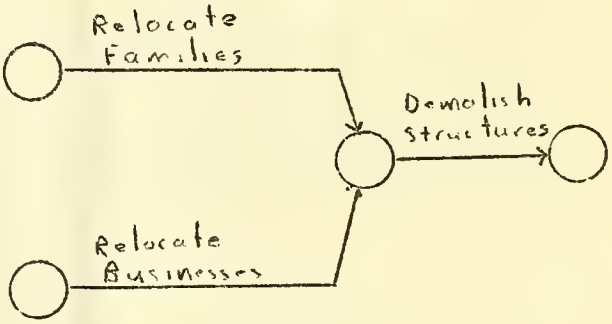


Example 3:

Activities A and B can be performed simultaneously. Activity C cannot start until Activities A and B are completed.

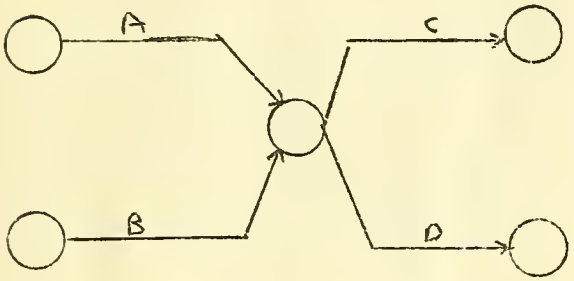


Family and business relocation can be performed simultaneously. Buildings cannot be demolished until relocation is complete.

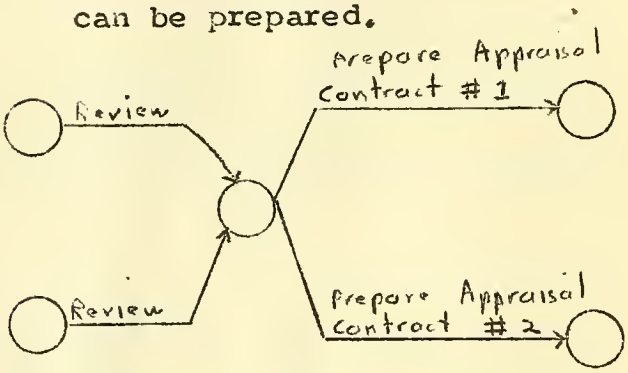


Example 4:

Activities A and B, which can be carried out simultaneously, must be complete before Activities C and D can begin.

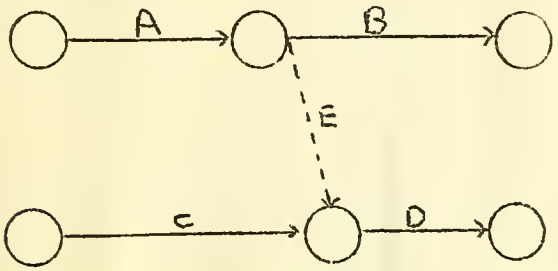


Two reviews, which can be carried out simultaneously, must be complete before either acquisition appraisal contract can be prepared.

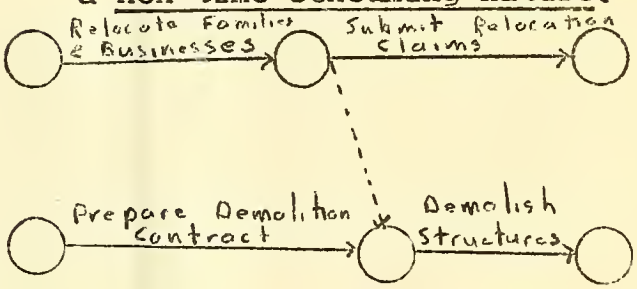


Example 5:

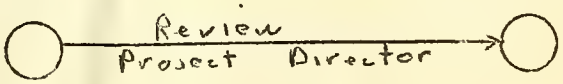
Activity B cannot start until Activity A is complete. Activity D cannot start until Activity C and dummy Activity E take place. The effect of dummy Activity E is to indicate that the start of Activity D is dependent on Activities A and C.



Demolishing structures is equally dependent on preparing the demolition contract and the dummy activity, even though no staff work is involved in dummy activities. Dummy activities indicate interdependencies of a non-time consuming nature.



The major work steps are identified by a few words placed above the activity arrow, and the person or staff unit performing the activity is identified below, for example.



Occasionally a sequence of work steps must be repeated because of special circumstances. Third appraisals (either acquisition or re-use) are sometimes necessary. When they are, the sequence of steps required to obtain the first two appraisals must be repeated. These cases are identified on the chart and in the program notes of the notational outlines.

Under special circumstances some work steps that are identified on the chart can be omitted. If FHA financing is not used, then all the FHA steps on the chart drop out. Similarly, if third appraisals are not required, they drop out.

Specific private housing parcels may not be developed exactly as outlined on the attached chart, but on the whole, the chart presents both a reasonable and logical sequence of development.

CONCLUSIONS

The final selection, definition, and sequence of work steps within the notational outlines and the chart represent a series of conclusions and evaluations about the Urban Renewal Development Process. Thus in effect, the bulk of factual conclusions and program recommendations have already been presented. Other conclusions are:

1) The Urban Renewal Development Process can be simply explained as having two major dissimilar parts. The first part deals with site preparation which includes acquisition, relocation, demolition, and ends with rough grading. The second part deals with site development which includes developer selection, design review, borings, re-use appraisals, and ends with construction.

When the first part is completed well in advance of the second, the result, of course, is a long period of time when the site is vacant.

2) These two parts can be further subdivided into 21 processes composed of 161 work steps.

3) Any attempt to predict construction target dates in advance for a giveh disposition parcel by the application of time estimates to each work step would probably be of limited value because of the unpredictable nature of the time required for many work steps.

4) The possibility of developing a work control or monitoring system will depend on large part on effectively resolving two operational problems. First, the recording of the completion of work steps (in chart terms, this would be event recording) for 161 items for each of some 200 disposition parcels would require excessive expenditures of staff time and feedback or transmittal of detailed information. Second, event recording at a more generalized level, although easier, would fail to pinpoint specific problems affecting project implementation.

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